

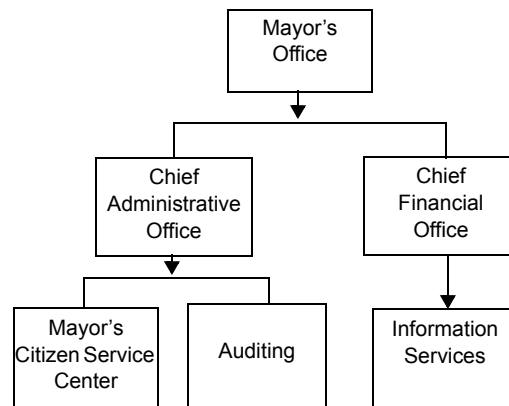
■ operating budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	2,447,438	2,500,902	2,852,740	3,366,990
Materials & supplies	12,704,371	15,288,827	15,825,757	15,187,020
Capital outlay	411,455	0	517,333	0
Gross Expenditure	15,563,264	17,789,729	19,195,830	18,554,010
Expense Recoveries	(1,224,871)	(1,173,650)	(1,634,615)	(1,159,816)
Total Expenditures	14,338,393	16,616,079	17,561,215	17,394,194
Net Expenditures	14,338,326	16,616,079	17,561,215	17,394,194
<i>Funded Staffing Level</i>	37.47	35.83	43.00	49.00

■ mission

The mission of the City of Memphis Government, through its employees, is to ensure responsive and cost-effective services for our citizens, which optimize every individual's opportunity for an enhanced quality of life and the pursuit of success as a valued member of our diverse communities.

■ structure



■ services

The Executive Division is made up of six service areas. The Mayor's Office ensures that the City Charter and Ordinances are observed, promotes economic and industrial development, and addresses citizens' issues of concern related to City government. The Chief Administrative Office (CAO) directs the operations of City divisions following the policies of the Mayor, protects and maintains City assets, plans and coordinates functions necessary to achieve the City's stated goals and objectives. The Auditing Service Center provides analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. The Mayor's Citizen Service Center provides the citizens with the most effective and efficient information relating to City government and their concerns. The Chief Financial Office (CFO) directs the financial operations of City divisions, protects and maintains City assets; plans and coordinates prudent financial strategies; and develops and implements policy necessary to achieve the City's stated goals and objectives. The Office of Information Services works with the City's Operating division to support their technology needs to meet their business goals.

■ issues & trends

The City of Memphis' primary focus continues to be on neighborhoods and improving residents' quality of life. According to the 2005 Memphis Poll, Memphians feel positive about their personal safety, although there is rising concern about crime in general and the increasing presence of gangs and unruly teenagers. They perceive few problems in their neighborhoods. Citizens give highest priority to fire protection, crime protection and public schools. Overall, 79 percent of our citizens feel positive about City services.

■ strategic goals

- Ensure City services that stimulate business success and enhance the standard of living for all Memphians
- Ensure government services that promote free and safe movement of residents and visitors by maintaining and enhancing infrastructure
- Improve leisure and recreational activities and services
- Maintain policies and practices that ensure fair equal treatment to employees and the public and encourage a diverse work environment
- Sustain services provided by the City of Memphis within current budgetary limits

■ budget highlights

- Implemented new integrated Oracle Public Sector Budgeting Module
- Increased City employees' salary by a minimum of 3 percent in July 2005

■ demand measures

Population (2005 est.)	646,356
Square Miles Served	343
Employment Rate (Jan. 06)	93.9%
Per Capita Income (2003 Adj.)	\$31,677
Average Household Income (2005 est.)	\$46,872

■ fy 2006 performance highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for 28 straight years
- Earned the GFOA Distinguished Budget Presentation Award for 8th consecutive year
- Received the GFOA Award for Outstanding Achievement in Poplar Annual Financial Reporting for the 4th year
- Deployed TNTF-1 Urban Search and Rescue to five (5) hurricanes (Dennis, Katrina, Ophelia, Rita and Wilma)
- Restructured and reduced Fire Division Command Staff for efficiency
- Renovated five (5) fire stations
- Fire fatalities rates remain among the lowest in the State
- Graduated one Memphis Police class and one Lateral Regional class - 44 Memphis Police Officers
- Created a new crime initiative called BLUE CRUSH to eliminate street crime by focusing additional resources towards guns, gangs and drugs
- Implemented the first 100 hand-held wireless devices for ticketing and paperless reporting
- Parks Recreation received donations totaling \$17,890.00 to enhance youth programs
- Set new records by increasing curbside recycling tonnage by 3%
- Realized an 8 million savings with new health-care contract (Third Party Administrator)
- Opened the Human Resources Division Satellite Office at 4225 Riverdale.
- Held the City's Health Awareness Fair on October 29, 2005 with over 6,500 employees, retirees, and family members attending
- Recognized one City team for the Awards for Team Excellence; and recognized employees for the Awards for Individual Excellence for the City ORACLE project awards
- Memphis City Beautiful received 5 awards from Keep America Beautiful for their innovative programs and campaign related to litter prevention
- Established a public awareness campaign, A Cleaner Memphis Starts With You
- Provided down payment assistance to over 146 low-to-moderate income families buying homes within the City limits
- Revised and update insurance requirement manual tailored to the requirements of all contracted jobs
- Secured \$34.8 million in federal appropriations
- Hosted the City of Memphis' first Annual Safety Fair
- Repaired 100% of all stop and yield signs within 24 hours of notification
- Coordinated with the Tennessee Department of Transportation to facilitate improvements to key interchanges along the urban interstate system
- Network Infrastructure upgrade - upgraded City fiber backbone and 80+ remote offices to state of the art hardware, which enables data, voice, video, and other advanced services to City employees
- Network Expansion - provided high-speed and high-availability network connectivity via fiber to 28 Fire stations, 7 Golf Courses, and MPD facilities
- Collected 75% of fines owed to the City of Memphis
- Implemented the new Oracle-based Citizen Relationship Management software for the Mayor's Citizen Service Center
- Created an online support center for citizens to enter concerns regarding city services
- The Mayor's Citizen Service Center has added a bilingual agent to serve Spanish speaking citizens



Description

The Mayor's Office duties include ensuring that the City Charter and Ordinances are observed to enhance the health, safety, and well being of the citizens of Memphis. It also promotes economic and industrial development through a joint partnership of business, government, and the community at large, and serves as a means of access for the citizens of Memphis to resolve issues of concern related to City government.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	676,815	692,255	799,713	828,704
Materials & supplies	248,272	281,390	375,680	376,000
Net Expenditures	925,087	973,645	1,175,393	1,204,704
<i>Funded Staffing Level</i>	9.37	9.00	11.00	12.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Ensure City services that stimulate business success and enhance the standard of living for all Memphians	To increase business investments in the city	Commercial and industrial assessed valuations	\$4 billion	\$4.8 billion	\$4 billion
		Percent growth in city business investments	5%	5%	5%
		Employment rate	93.90%	95%	94%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve public safety	Memphis Poll rating: Citizens Feel Crime is Increasing	29%	Poll delayed until next Fiscal Year	25%
		Memphis Poll rating: Citizens Feel Unsafe Walking Alone at Night	57%	Poll delayed to next Fiscal Year	50%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
	To improve leisure and recreational activities and services	Memphis Poll rating: Neighborhood Park Maintenance	72%	Poll delayed to next Fiscal Year	75%
		Memphis Poll rating: Neighborhood Park Facilities Maintenance	80%	Poll delayed to next Fiscal Year	80%
	To improve the city's infrastructure	Memphis Poll rating: Residential Street Maintenance	82%	Poll delayed to next Fiscal Year	80%
		Memphis Poll rating: Neighborhood Street Maintenance	70%	Poll delayed to next Fiscal Year	64%
		Memphis Poll rating: Citizens Concerned about Drainage After Storms	33%	Poll delayed to next Fiscal Year	28%

Description

Directs the operations of City divisions to follow the policies of the Mayor, performs authorized services efficiently, protects and maintains City assets, and conducts the planning and coordination of functions necessary to achieve stated goals and objectives.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	418,508	432,326	420,452	419,043
Materials & supplies	38,364	37,869	49,844	49,844
Gross Expenditure	456,872	470,195	470,296	468,887
Expense Recoveries	(55,365)	(55,000)	(55,000)	(55,000)
Net Expenditures	401,507	415,195	415,296	413,887
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Maintain policies and practices that ensure fair and equal treatment to employees and the public and encourage a diverse work environment	To ensure Title VI compliance for all City government	Number of findings from Title VI audit	0	0	0
Sustain or increase services provided by the City of Memphis without a property tax increase	To maintain the City expenditure budget at an appropriate funding level	Current year expenditures budget	\$491 million	\$482 million	\$493 million
	To increase sources of revenues without a property tax increase	Revenue budget	\$464 million	\$495 million	\$505 million
		Property tax rate	\$3.23	\$3.43	\$3.43
	To sustain or increase services provided by the City of Memphis while staying within the approved budget	Percent of approved City operating budget expended	100%	100%	100%

Description

To provide the Mayor, City Council and all levels of management with analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. Auditing also assists all members of the organization in being more effective and efficient in the discharge of their job responsibilities.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	549,843	564,363	647,618	614,253
Materials & supplies	268,276	308,311	324,534	302,699
Capital outlay	0	0	17,333	0
Total Expenditures	818,119	872,674	989,485	916,952
Net Expenditures	818,052	872,674	989,485	916,952
<i>Funded Staffing Level</i>	10.16	9.00	11.00	11.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Promote the effectiveness and efficiency of activities reviewed during the period	To complete compliance/ performance audits	Number of performance/ compliance audits completed	7	4	7
Ensure that there are adequate internal controls to safeguard City assets in all activities reviewed during this period	To have management's agreement to audit recommendations	Percentage of recommendations agreed to by management	95%	95%	95%
Educate City employees and new employees on our loss prevention program	To increase awareness for identifying fraudulent activities as well as, ways for combating fraud	Number of work hours allocated to fraud training and awareness activities	Not Applicable	Benchmark	30
Resolve allegations of fraud, waste, and abuse in a timely and appropriate manner	To perform investigations of allegations of fraud, waste and abuse	Number of unscheduled audits/ reviews completed	4	2	4
Maintain an effective and efficient audit operation	To identify cost savings and revenue opportunities as a return on investment (ROI)	Percentage of Internal Audit's operating budget.	Not Applicable	Benchmark	50%

Description

To provide the citizens of Memphis with the most effective and efficient information as it relates to City government and their concerns.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	282,670	234,435	353,976	357,903
Materials & supplies	13,922	37,386	37,358	33,159
Net Expenditures	296,592	271,821	391,334	391,062
<i>Funded Staffing Level</i>	6.93	6.42	9.00	9.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Provide a public format for various city officials and agency representatives to discuss any services and assistance that they offer or provide to the community	To host the monthly Mayor's Service Talk Show that features a diverse group of guests who provide helpful information regarding concerns and issues that impact the Memphis community	Number of Mayor's Service talk shows hosted by the MCSC	Benchmark	12	12
Educate the community on the services provided by the MCSC	To engage with community leaders on issues regarding the community	Number of community and town hall meetings attended and number of clean sweeps sponsored by the MCSC	Benchmark	75	75
Respond to every caller that contacts the MCSC with a complaint, concern or comment regarding services offered by the City of Memphis and various other government entities	To maintain open telephone lines and online service center to the MCSC to ensure that citizens are greeted with professionalism, courtesy and provided with accurate information and assistance needed to bring satisfactory resolution to the nature of their call	Number of phone calls and on-line service requests for service responded to by the MCSC	Benchmark	60,000	65,000

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Improve the quality of service offered by the MCSC by taking advantage of training opportunities, conferences, or seminars on customer and community relations	To ensure the staff attend an adequate number of job related training and information sessions in order to respond to every citizen that comes in contact with the MCSC in a professional manner	Number of quality service classes and information sessions attended by the MCSC	Benchmark	30	30
Provide a sample of callers an opportunity to rate their experiences and the performance of the MCSC after requesting city services through the MCSC call center	To increase the means by which citizens can voice comments regarding the services they received by calling the MCSC with their comments, complaints or concerns related to city services	Percentage of surveys mailed out and follow-up calls to citizens by the MCSC	Benchmark	20% of letters mailed	20% of responses from letters and online service requests received
Monitor the overall customer services rating of the MCSC, from the "Your Feedback Matters" surveys	To improve and maintain a rating of at least an 80% average as the overall customer service score for the MCSC, resulting from the customer service surveys	Overall customer satisfaction score for the MCSC	Benchmark	80%	85%

Description

The CFO directs the financial operations of City divisions by protecting and maintaining the City's assets; conducting the planning and coordination of prudent financial strategies; and developing and implementing policy necessary to achieve the City's stated goals and objectives.

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	0	0	0	142,169
Materials & supplies	0	0	0	25,000
Net Expenditures	0	0	0	167,169
<i>Funded Staffing Level</i>	0.00	0.00	0.00	1.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Sustain or increase services provided by the City of Memphis without a property tax increase	To maintain the City expenditure budget at an appropriate funding level	Current year expenditures budget	\$491 million	\$482 million	\$493 million
	To increase sources of revenues without a property tax increase	Revenue budget	\$464 million	\$495 million	\$505 million
	To sustain or increase services provided by the City of Memphis while staying within the approved budget	Percent of approved City operating budget expended	100%	100%	100%
Implement a Fiscal Recovery Plan examining all aspects of City revenues, expenditures, assets and liabilities	To conduct an Efficiency study detailing improvement opportunities	Date of completion	Not Applicable	March 2006	July 2006
	To develop Executive Committees/ Sub-committees geared toward examining/ implementing improvement opportunities	Committee(s) development target date	Not Applicable	March 2006	July 2006



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Assess the recommendations of the Executive Committee/ Sub-committees to enact new policies and procedures	To conduct an in-depth analysis of policies and procedures and update/ revise accordingly	Analysis conducted	Not Applicable	Not Applicable	September 2006

Operating Budget

Category	FY 2005 Actual	FY 2006 Forecast	FY 2006 Budget	FY 2007 Projected
Personal services	519,602	577,523	630,981	1,004,918
Materials & supplies	12,135,537	14,623,871	15,038,341	14,400,318
Capital outlay	411,455	0	500,000	0
Gross Expenditure	13,066,594	15,201,394	16,169,322	15,405,236
Expense Recoveries	(1,169,506)	(1,118,650)	(1,579,615)	(1,104,816)
Net Expenditures	11,897,088	14,082,744	14,589,707	14,300,420
<i>Funded Staffing Level</i>	6.01	6.42	7.00	11.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Develop and monitor annual division budget for compliance with the budget ordinance and resolutions	To ensure the division stays within budget by monitoring appropriation statements monthly	Percent of approved division budget expended	100%	100%	100%
Identify and incorporate all division technology needs into a City-wide Technology plan that maximizes new and advanced web-based technologies	To leverage the use of available Internet technologies by automating key business processes, City transactions and other solutions	Number of Internet-based applications deployed	6	3	0
Provide consistent and high quality customer support and operation services	To ensure users have systems availability, = 98% of the time, twenty-four hours per day	Percent of time system application available to users	99.4%	98%	98%
	To continue to provide the end user with prompt response for assistance or problem resolution	Percent of calls answered by a Help Desk Technician compared to how many calls were available	Not Measured	Not Measured	70%
	To support computer and application software training needs of the City end users	Number of training sessions offered in a 12 month period	79	60	0



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2005	Estimated FY 2006	Proposed FY 2007
Effectively manage City's relationship with its primary outsourcing vendor	To partner with the City's outsourcing vendor to ensure delivery of advanced technology	Percentage of CIO-Prioritized projects completed on time	99.9%	95%	95%
Complete the upgrade of the City's 800MHz radio communications system	To provide a seamless regional radio communications system	Percent of 800 MHz radio system completed and integrated into existing infrastructure	95%	5%	0%

EXECUTIVE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Mayor's Office</u>		<u>Information Services</u>	
ASST ADMINISTRATIVE	4	ADMR RNT	3
ASST EXECUTIVE	1	ANALYST PROCUREMENT IT	1
COORD ADMINISTRATIVE	1	ASST ADMINISTRATIVE	1
MAYOR	1	MGR BUDGET CONTRACT	1
MGR OFFICE MAYOR	1	MGR GIS PROGRAM	1
MGR PUBLIC RELATIONS	1	MGR RNT AA	1
SECRETARY A	2	OFFICER CHIEF INFO	1
SPECIAL ASST MAYOR	1	OFFICER CHIEF INFO DEPUTY	1
Total Mayor's Office	12	SPEC COMPLIANCE IT	1
		Total Information Services	11
<u>Chief Administrative Office</u>			
ASST ADMINISTRATIVE	1		
ASST EXECUTIVE	2		
OFFICER CHIEF ADMIN	1		
SECRETARY A	1		
Total Chief Administrative Office	5		
<u>Auditing</u>			
AUDITOR ASSOCIATE A	1		
AUDITOR CITY	1		
AUDITOR CITY ASST	1		
AUDITOR INFORMATION SYS	1		
AUDITOR INTERNAL	2		
AUDITOR INTERNAL LEAD	2		
AUDITOR INTERNAL SENIOR	2		
SECRETARY A	1		
Total Auditing	11		
<u>Mayor's Citizen Service Center</u>			
ADMR CITIZEN SVC CTR	1		
ASST CITIZEN INFORM	7		
COORD OFFICE CSC	1		
Total Mayor's Citizen Service Center	9		
<u>Chief Financial Office</u>			
OFFICER CHIEF FINANCIAL	1		
Total Chief Financial Office	1		
		<u>TOTAL EXECUTIVE</u>	<u>49</u>

